

INFORMATION BULLETIN

WORKFORCE INVESTMENT ACT

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TO: WORKFORCE DEVELOPMENT COMMUNITY

SUBJECT: RAPID RESPONSE STRATEGIES

This information bulletin transmits brief summaries of selected Rapid Response strategies described in applications for Program Year (PY) 2000-01. We hope you will find these summaries helpful as you prepare your application for PY 2001-02 Rapid Response funding in response to Workforce Investment Act Draft Directive WIADD-14.

Since the summaries necessarily had to be very short, they may not fully capture all the facets of each strategy. We have not sought to evaluate how effectively each strategy is working out in actual practice. We may have also overlooked some strategies. To compensate, we have provided the names and phone numbers of local workforce investment area (LWIA) Rapid Response contact persons who can answer questions.

Each LWIA must ensure that it expends Rapid Response funds in compliance with the law and the Final Rule, which specifies all the required and allowed Rapid Response activities.

Please contact your regional advisor if there is a substantial error in your LWIA's summary, and to tell us whether you see value in the summaries.

If you have any other questions, please contact your regional advisor at (916) 653-6347.

/S/ BILL BURKE
Chief

Attachment

RAPID RESPONSE STRATEGIES IDENTIFIED IN PROGRAM YEAR 2000-01 FUNDING REQUESTS

ALAMEDA COUNTY

Roy Bertuccelli (510) 259-3843

- Depend on One-Stop Career Centers to deliver Rapid Response services, including emergency group stress counseling, group crisis intervention, and provision of community services information to groups of dislocated workers.
- Develop a rapid-response marketing plan, conduct targeted research to develop labor market information, continue community audits to identify client-service resources, and link with Economic Development Alliance for Business (a local economic development agency).

ANAHEIM

Gerald Sabol (714) 765-4362

- Enhance coordination with the local Employment Development Department (EDD) office to strengthen an early warning system through the Workshare program. This program generates ad hoc reports from Unemployment Insurance records to identify firms practicing a gradual layoff strategy.
- Generate layoff aversion reports, formally survey businesses, and create a database to track information relative to economic dislocations, closures and layoffs.
- Develop strategies in cooperation with private employers to improve service flow for employees and to disseminate information to employers, union representatives and employees.

CARSON/LOMITA/TORRANCE

Joanne Jacobsen (310) 518-8213

- Assist workers affected by layoffs and mergers in the aerospace industry and suppliers to the aerospace companies and address layoffs in medical and manufacturing industries.

CONTRA COSTA COUNTY

Sondra Rothwell (925) 646-5244

- Conduct a study to identify industries and occupations that would be most affected by a moderate to moderately severe economic downturn.
- Conduct a study of job dislocation in a thriving economy.
- Collaborate with other East Bay Local Workforce Investment Areas (LWIA) in creating a Rapid Response video.
- Identify clusters of firms in major industries to match downsizing with hiring activities.
- Study the biotech cluster in cooperation with neighboring counties.
- Prepare an annual dislocation report.

FOOTHILL**Norma Fletcher (626) 304-7902**

- Partner with unions, city officials, local elected officials and employer representatives to develop and implement systems and strategies to effectively and efficiently respond to layoffs and to reduce their effects on the employers and affected workers. Contract with facilitators/trainers to assist in this process.
- Disseminate information to the employer community about available Rapid Response services through employer summits, a video, an improved Web site, and written materials.

FRESNO COUNTY**Alex Babigian (599) 490-7104**

- Subcontract with local Chamber of Commerce for delivery of Rapid Response activities and to seek to avert layoffs, promote business retention, and promote business growth through strategic planning assistance in the County. The Chamber of Commerce is highly interested and engaged in providing information services to the businesses in Fresno County that may avert layoffs, including but not limited to the provision of energy related consultation.

GOLDEN SIERRA**Kim Hemmer (530) 823-4631**

- Coordinate Rapid Response activities with the local EDD Job Service partners in each of this multi-county LWIA's One-Stop Centers.

HUMBOLDT COUNTY**Tom Defsenderfer (707) 441-4618**

- Fund a community coordinator position.
- Continue to contribute funding toward development of an employment and training information kiosk system that is easily accessible by dislocated workers and others throughout the county.

KERN/INYO/MONO**Verna Lewis (661) 336-6956**

- Continue to use a Rapid Response process and procedures manual that has been developed by the local Rapid Response Team which is comprised of LWIA and EDD staff.

KINGS COUNTY**Nancy Silva (559) 585-3537**

- Fund a community coordinator position to respond to closures.

LONG BEACH**Sherri Rossillo (562) 570-3757**

- Conduct employer-focused project planning meetings.
- Provide employer orientations regarding Workforce Investment Act (WIA) services.
- Develop a "tool kit" and provide technical assistance to employers for the purpose of layoff aversion.
- Conduct weekly orientations for workers dislocated by a large, multiple-phase layoff.
- Conduct industry-specific skill gap analyses using information gathered via surveys and focus groups to create action plans that will seek to avert layoffs by addressing the identified skill gaps.

LOS ANGELES CITY**Rachelle Yuvienco (213) 473-3749**

- Provide customized employment assistance to groups of eligible dislocated workers (such as Job Search Assistance workshops).
- Provide customized employment-related services to employers.
- Address future layoffs by partnering with businesses to develop strategies for layoff aversion.

LOS ANGELES COUNTY**Marian Lambert (213) 738-2100**

- Conduct outreach to inform 75,000 to 100,000 businesses about Rapid Response activities available to them. This effort includes linkage with local Chambers of Commerce, trade groups, labor unions and empowerment zones.
- Develop a strategy for collecting data on industries and business trends that will identify weak areas of the economy in order to anticipate downsizing/closures.

MADERA COUNTY**Gail Lopez (559) 662-4600**

- Fund a portion of a staff year to provide Rapid Response activities and reserve a nominal amount for subcontracting.

MARIN COUNTY**Marquetta Mayes (415) 507-2861**

- Fund one full-time staff position to provide employer services addressing dislocations and layoffs.
- Expand relationship with the local Small Business Development Corporation, whose function is to improve the performance and success of small businesses.
- Continue membership with the North Bay Employment Connection, a four-county regional WIA consortium that has received an H1-B grant from Department of Labor to train unemployed persons and upgrade employed workers skills. While the H1-B grant is not funded through WIA, it is a vocational training grant targeted to eliminate the need for importing labor to work at high technology jobs. The county plans to use the opportunity presented by administration of this grant to educate employers about the services that are available under WIA, including On-the-Job Training, customized training, the local one-stop, and strategies for incumbent worker training, as cited in 20 CFR 665.320(d)(2).

MENDOCINO COUNTY**Christine Mullis (707) 468-1196 ext. 108**

- Continue to support the State/Local Labor Market Information project.

MERCED COUNTY**Dick Skarke (209) 385-7324 ext. 2060**

- Link with neighboring Stanislaus County to facilitate coordinated Rapid Response to a major, multi-plant cannery closure.
- Participate in the Retention/Expansion Survey of Merced County Employers, in collaboration with the local Economic Development Corporation and the Merced County Economic Development Department. The survey is designed to reveal indicators of problem areas that cause local business closures or relocations. If problems are detected by the project, the Rapid Response Team will, along with other appropriate agencies, go onsite in a coordinated manner to try and avert the closure or relocation.

MONTEREY COUNTY**Robert Terrance (831) 796-3315**

- Make marketing presentations throughout the area to inform local business of available Rapid Response services.
- Coordinate with the Central Coast Small Business Development Corporation, the county economic development program, and the re-development programs of various cities to assist in building strategies for layoff aversion.
- Hire consultant to produce a video showing Rapid Response services for use in the event of sudden and severe layoffs. One focus of the video will be the hotel/motel/tourism industry.
- Coordinate efforts with two neighboring LWIAs to augment funding for the California Cooperative Occupation Information System (CCOIS). Historically, the three LWIAs have applied for separate funds for this project. The consortium wishes to expand the number of occupations included in the CCOIS survey throughout the region from 25 to 40. Ten of these occupations will be "high tech."

MOTHER LODGE**Joyce Miller (209) 533-3434**

- Develop effective strategies for serving this rural, mountainous, four-LWIA.

NAPA COUNTY**Jean Harvey (707) 259-8786**

- Fund one full-time staff person to write a Rapid Response plan for addressing dislocation events in the county. This plan will formalize the functions of the members of the current Rapid Response Team in order to increase its effectiveness. Like Marin County, Napa County will continue its membership with the North Bay Employment Connection, and participate in the strategy outlined in the Marin County part of this summary.
- Continue to bring together industry leaders to identify career ladders and the benchmarks for progression up the career ladders. The purpose of this effort is to avert layoffs and provide upward mobility for low-skilled workers at the greatest risk of layoffs. This effort has completed a Hospitality Skills Cluster. A Technology Skills Cluster is near completion. Work has started on a Construction Industry Cluster.

NORTH CENTRAL COUNTIES**Cindy Newton (530) 751-8202**

Fund a community coordinator in each of the five counties that make up this LWIA.

**NORTHERN CALIFORNIA INDIANS
DEVELOPMENT COUNCIL****Terry Colltra (707) 445-8451**

Continue to facilitate communication and enhance coordination among the tribes, Indian community-based organizations, and the various federal, state, and local governmental agencies that provide technical and financial assistance for indigenous people of Northern California. As part of this effort, provide Rapid Response assistance to the American Indian tribes located in Humboldt, Mendocino, Northern Rural Employment and Training consortium, North Central Counties Consortium, and Sonoma workforce investment areas.

NORTEC**Terrianne Brown (530) 872-6900 ext. 203**

- Fund a community coordinator in each of the nine counties that make up this (LWIA).

NOVA**Rob Gamble (408) 522-1033**

Hire a content developer to:

- Create materials for marketing the LWIA's services,
- Publish comprehensive labor market studies and newsletters for employers and dislocated workers,
- Maintain Connect! one-stop kiosks that provide information about one-stop services, and
- Continue workforce audits.

OAKLAND**Anne Chan (510) 768-4431**

- Coordinate with neighboring Local Areas in respect to regional events.
- Enlist support from other appropriate entities (including EDD, Oakland Community and Economic Development Agency, Chamber of Commerce, and Coordinated Employer Outreach Services) to do early intervention and to attempt to avert layoffs.
- Analyze information about previous layoffs, employers-in-distress, and vulnerable sectors in cooperation with the Oakland Private Industry Council's Labor Information Department.
- Share "best practices" information with neighboring LWIAs.

ORANGE COUNTY**Mark Mathews (714) 567-7548**

- Establish an on-site Career Transition Center to provide Rapid Response services to workers laid off by a major employer (Boeing). This center has a satellite office to serve workers laid off by another employer (MCAS El Toro/Tustin).
- Strengthen coordination efforts with local NAFTA/TAA coordinators in providing information to workers and companies affected by trade dislocations.
- Fund community coordinator positions at each of the four regional One-Stop Career Centers.
- Expand business visit activities by regional One-Stop Career Centers, collecting labor market and employer survey data.
- Develop linkages with local economic development and business retention organizations.
- Continue support of labor market information research projects that are conducted in full partnership with the business community.
- Use previously developed innovative approaches to WIA services that involve direct business outreach to avert layoffs in all parts of the LWIA.

RICHMOND**Arinel Humphrey-Greene (510) 307-8009**

- Partner with the Redevelopment Agency and Business Development Director of the city of Richmond to promote layoff aversion.
- Continue to collect information about resources and services available in area to assist dislocated workers.
- Work with schools and job training institutions to devise strategies for training incumbent workers.
- Develop a video and web-based Rapid Response presentation.
- Develop marketing materials.
- Link with other San Francisco Bay Area Rapid Response activities.

RIVERSIDE COUNTY**Kathy Fortner (909) 955-3133**

- Continue to partner with other local agencies to develop “Red Teams” to quickly respond to businesses identified as being at risk of relocating and/or downsizing.
- Collect and analyze business climate information from local cities and business organizations for dissemination to the appropriate entities for follow-up action.

SACRAMENTO COUNTY**Long Ngyuen (916) 263-3852**

- Provide Rapid Response in coordination with the 12-member Sacramento Training and Response Team, which consists of local and State government, colleges, economic development and organized labor.

SAN BENITO COUNTY**Meria Fehl (831) 637-9293**

- Establish employee preparation and education teams that will market the availability and benefits of Rapid Response functions.

SAN BERNARDINO CITY**Janice Stowers (909) 888-7881**

- Continue to expand the ability to provide Rapid Response services to companies that are laying off employees in a staggered or phased manner.

SAN BERNARDINO COUNTY**Janice Eizinbeiz or Liz Thomas (909) 433-3309**

- Monitor the local business climate by establishing a working relationship with area job developers, economic development professionals and local Chambers of Commerce. Through these networks, gain information regarding businesses at risk of downsizing or closing so that they can be referred to appropriate agencies that can assist the business(s) and thereby try to avert layoffs.
- Use a team of professionals representing public utilities, economic development, planning and business consulting services to offer “crisis intervention” and problem solving service to avert or reduce layoffs.
- Participate in frequent information sharing sessions with County Economic and Community Development Department staff.

SAN DIEGO COUNTY**Ron Oliver (619) 238-1445**

- Coordinate layoff aversion activities through an Employer Services Team and six regional One-Stop Career Centers.
- Maintain a Web site that provides access to comprehensive workforce investment resources and online opportunities to access and exchange Rapid Response information. The layoff assistance page features a toll-free number and a hot link to the Employer Services Representative that serves each part of the Local Area.

SAN FRANCISCO**Magdalena Campos (415) 923-4237**

- Serve groups of affected workers through Rapid Response funds.

SAN JOAQUIN COUNTY**Chuck Hall (209) 468-3500**

- Provide “traditional” Rapid Response services to meet the needs of dislocated workers. Due to a healthy economy at the time of application, a reduced need to provide Rapid Response services to dislocated workers was reflected by a reduced funding request.

SAN JOSE**Tony Castillo (408) 277-3915**

- Provide Rapid Response activities in close coordination with EDD (both its Job Service and Labor Market Information Divisions), Joint Venture Silicon Valley (a collaborative of people in business, government, education, and the community), the San Jose Office of Economic Development, and others.
- Link with neighboring Local Areas since high-tech workers laid off by Silicon Valley businesses may reside anywhere in the Bay Area or even in San Joaquin/Stanislaus counties. This facilitates coordinated service to such dislocated workers regardless of where they live.
- Purchase a specially equipped Rapid Response Mobile Office Van.

SAN LUIS OBISPO COUNTY**Grant Nielson or Michelle Robles (805) 788-2600**

- Maintain a multi-disciplinary team, consisting of staff of the Local Area WIA program, the Economic Vitality Corporation, the local EDD office, and the Department of Social Services, which identifies businesses that are poised to conduct layoffs or to close. The team works with the businesses by making available information on current services for potentially dislocated workers, conducting orientations or, if possible, working to avert layoffs.
- Co-locate the local economic development corporation within the primary One-Stop Center.

SAN MATEO COUNTY**Mary Belz (650) 802-5108**

- Designate a Rapid Response Team member at each One-Stop Center to provide localized information pertinent to each County area. This decentralized strategy promotes strong linkage between each One-Stop Center and nearby employers.

SANTA ANA**Evelyn Diaz-Lenz (714) 565-2612**

- Institute a business layoff aversion survey that facilitates proactive, pre-layoff, early intervention Rapid Response assistance. The survey also facilitates service to employers who are uneducated on the WARN process (and their employees).
- In conjunction with EDD, the Chamber of Commerce, the City of Santa Ana Economic Development Department and Southland Economic Development Corporation, identify potential warning signals.
- Work with the Enterprise Zone and Empowerment Zone staff to identify potential areas of job growth.

SANTA BARBARA COUNTY**Carol Kurtze (805) 614-1370**

- Develop, in conjunction with the EDD's Labor Market Information Division, a local strategy to use Mass Layoff Statistics as a means to identify employers and dislocated workers who may benefit from early intervention.
- Supplement CCOIS survey funding.
- Improve the LWIA's current Web site to allow employers and affected workers to quickly access relevant information.
- Participate in a series of employer forums to present information regarding layoff aversion and business retention programs.

SANTA CRUZ COUNTY**Connie Corbett (831) 464-6263**

- Continue to fund three projects. They are 1) the Santa Cruz Region Cluster Project (whose purposes are to find the right fit between employers and the workforce to retain businesses; to devise and oversee linkages with economic development and recruitment; and to connect business with government and non-profits); 2) phase II of the Business Retention Project (whose purpose is to disseminate information to employers, governments and the local Workforce Investment Board); and 3) further development and dissemination of the California Cooperative Occupational Information System Occupational Outlook Report.

SELACO**Priscilla Smith (562) 402-9336**

- Focus on workers dislocated from the retail and health care industries and from production operations in the aerospace industry. The SELACO seeks to be continually vigilant in obtaining potential layoff information due to frequent unannounced layoffs where companies do not file WARN notices.
- Participate in a multi-disciplinary Rapid Response team that also includes representatives from EDD, the Trade Act program, One-Stops, community-based organizations and the California Labor Federation. This team plans to expand its contact database to increase current resource availability to the public.

SOLANO COUNTY Steve Pachman or Janet Francisco (707) 455-1067 or 863-4603

- Create a Rapid Response plan.
- Expand collaboration with concerned entities.

- Convene industry-clustered business focus groups, inviting those who are considering downsizing or closure.
- Expand public information efforts (direct mailing, brochures, and advertising in local newspapers and business and trade journals).
- Continue to participate in the Bay Area Rapid Response Roundtable to coordinate with neighboring Local Areas and share best practices information.

SONOMA COUNTY

Katherine Keckley (707) 565-5559

- Like Marin and Napa, Sonoma will continue its membership with the North Bay Employment Connection, and participate in the strategy outlined in the Marin County part of this summary.

SOUTH BAY

Catherine Mosley (310) 970-7700

- Focus especially on serving the large number of dislocated aerospace workers throughout the Southern California Region by providing the full range of Rapid Response activities, including group workshops and formation of Labor Advisory Committees.
- Conduct quarterly focus group meetings with representatives or local aerospace companies, labor and 14 other LWIA directors to plan and coordinate activities for dislocated workers, as part of the administration of the regional Private Industry Council Aerospace Network (PAN).
- Continue to convene committees of the 14 Local Areas that make up the PAN partnership to guide coordinated transition of their reporting and vouchering processes from the Job Training Partnership Act to WIA.
- Provide business workshops/seminars for local businesses.
- Develop and maintain a regional demand occupations list.
- Maintain a virtual access system to allow clients to rapidly reach the partners of South Bay One-Stops for help as needed to address individual re-employment needs.
- Develop a marketing and business outreach program in concert with other LWIAs.
- Conduct an economic development/labor market survey in conjunction with other LWIAs to create a tool for local businesses.

STANISLAUS COUNTY

Terry Plett (209) 558-2148

- Work with neighboring LWIAs to regionally address the Tri Valley Growers closure, which has affected several thousand workers in multiple locations.

TULARE COUNTY

Kathy Johnson (559) 713-5200

- Staff a six full-time equivalent Rapid Response unit. Four are designated LWIA liaisons and are out-stationed; one each in the Employment Connection Business Resource Centers located in Dinuba, Visalia, Tulare, and Porterville. They work with center partners to help coordinate resources. The partners meet monthly to plan, review, and update local business retention plans.

VENTURA COUNTY**Theresa Salazar-Vital (805) 382-5248**

- Continue research and analysis to identify employers who are at risk of downsizing or closure.
- Link non-WIA expertise and resources into a Rapid Response team approach so that the spectrum of services offered to “at risk” employers can include both WIA and non-WIA services (the latter, provided with non-WIA funds, include low-cost financing and assistance with establishing linkages with export markets).
- Form a partnership with countywide economic development agencies to provide additional assistance and support for layoff aversion.

VERDUGO**Don Nakamoto (310) 326-0993**

- Develop a regional Rapid Response strategy to address both short-term and permanent dislocations in the entertainment industry and their secondary impact on businesses that subcontract with the entertainment industry.

YOLO COUNTY**Pam McKeand (530) 661-2758**

- Develop marketing materials and brochures for employers and the general public.